Office of Financial Management
STATE OF WASHINGTON

Activity Inventory Performance Measure Assessment

Veteran's Affairs

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Office of Financial Management Assessor:

Jeffrey Showman
Budget Assistant to the Governor
Office of Financial Management (OFM)
360.902.7536
jeffrey.showman@ofm.wa.gov

Agency Participants:

John Lee, Catherine Shaw,
Ken Malmin, Gary Condra,
Alfie Alvarado, Jon Clontz

Based on a review of the following: OFM Performance Measure Tracking System for Agency 305; *WA State Department of Veteran's Affairs 2007-2011 Strategic Plan*; Government Management, Accountability & Performance (GMAP) Forum, *Vulnerable Children and Adults*

Table of Contents: Dept. of Veterans Affairs Performance Assessment

Current Strengths and Good Practices

- Department of Veterans Affairs (DVA) has many measures in the OFM performance measure tracking system (PMT), with a good balance of process, output, and outcome measures.

- DVA updates its measures with timely, frequent data posting.

Comments and Potential Improvements 1

- DVA has only four activities, yet has over 30 measures. While measuring performance is good, this many measures does not allow a budget or policy audience to focus on what matters most.
  - A number of measures have been created to support budget requests that are no longer relevant.
  - Several measures seem more appropriate for internal agency tracking, so don't need to be reported to OFM.
  - Several measures have no data, so the agency needs to either populate them with data or consider moving them to an inactive status.
  - Two measures of resident satisfaction (measure no. 1100 and no. 8009) have identical performance and targets for 3 biennia, only recently showing a difference. Unless they can be distinguished, one of them should be dropped.
- While DVA consistently has timely, frequent data reporting, several measures present data as an annual total with cumulative data each quarter. Cumulative data hides variation, which is one of the most important aspects of data for management analysis. The agency should consider posting actual quarterly data.
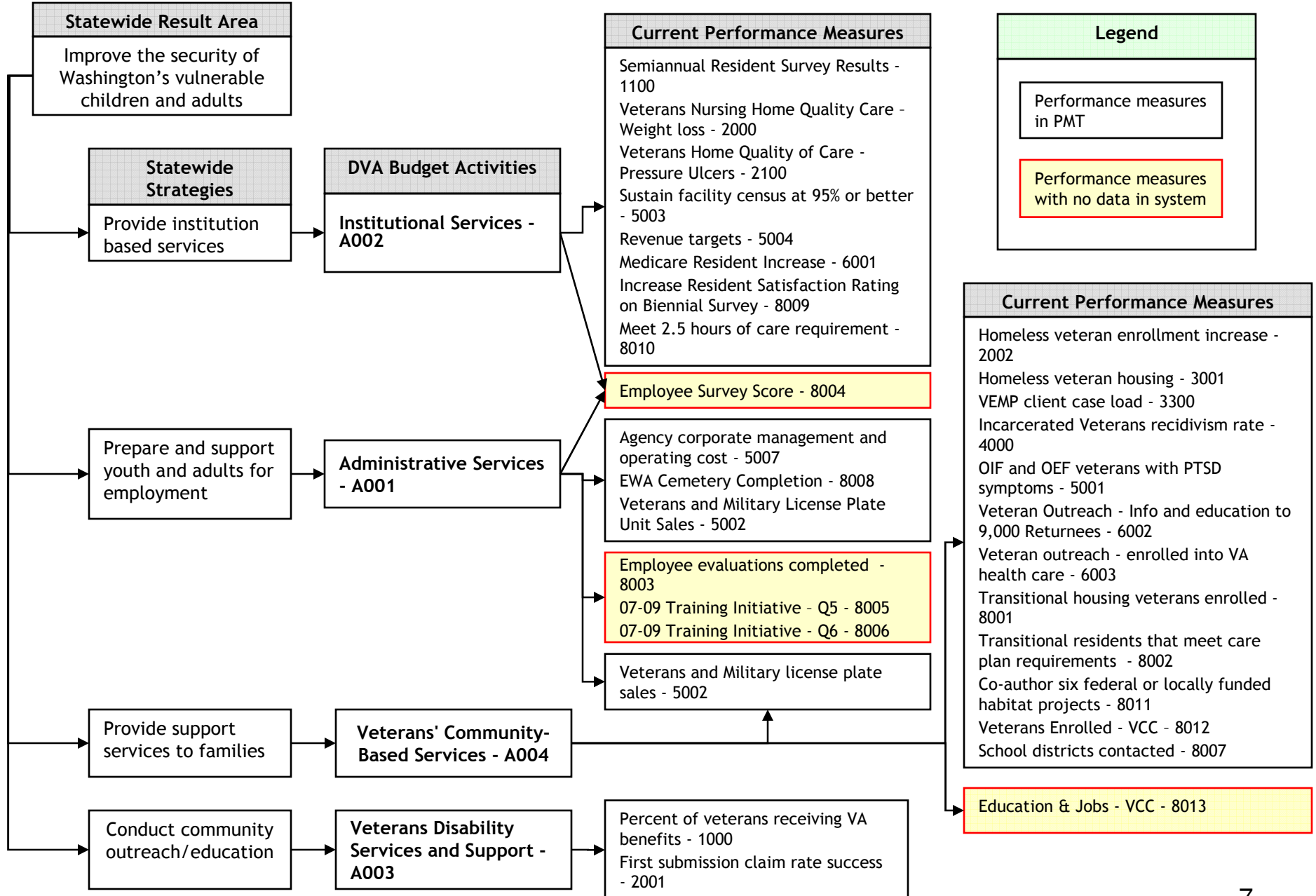
Comments and Potential Improvements 2

- Many measures could benefit from additional plain-talk background explanation about measurement definitions, data sources, and so on.

- Several measures show abnormal variation, which is an indication that something has changed. This is unusual among state agency business processes, which tend to be stable and predictable.
  - In some cases, this appears to be due to process improvements.
  - In at least one case, this may be a data entry issue.
  - Other instances may be due to factors outside the agency's control.

Agency Comments and Future Actions

- DVA is developing a number of new measurements for the 2009-11 biennium
- Other DVA comments are in red type on individual pages below.
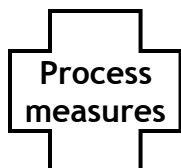
Links: Statewide Results and Strategies with Budget Activities & Measures

Statewide Result Area

Improve the security of Washington's vulnerable children and adults

Statewide Strategies

- Provide institution based services
- Prepare and support youth and adults for employment
- Provide support services to families
- Conduct community outreach/education

DVA Budget Activities

- Institutional Services – A002
- Administrative Services – A001
- Veterans' Community-Based Services – A004
- Veterans Disability Services and Support – A003

Current Performance Measures

Semiannual Resident Survey Results – 1100
Veterans Nursing Home Quality Care – Weight loss – 2000
Veterans Home Quality of Care – Pressure Ulcers – 2100
Sustain facility census at 95% or better – 5003
Revenue targets – 5004
Medicare Resident Increase – 6001
Increase Resident Satisfaction Rating on Biennial Survey – 8009
Meet 2.5 hours of care requirement – 8010

Employee Survey Score – 8004

Agency corporate management and operating cost – 5007
EWA Cemetery Completion – 8008
Veterans and Military License Plate Unit Sales – 5002

Employee evaluations completed – 8003
07-09 Training Initiative – Q5 – 8005
07-09 Training Initiative – Q6 – 8006

Veterans and Military license plate sales – 5002

Percent of veterans receiving VA benefits – 1000
First submission claim rate success – 2001

Legend

Performance measures in PMT

Performance measures with no data in system

Current Performance Measures

Homeless veteran enrollment increase – 2002
Homeless veteran housing – 3001
VEMP client case load – 3300
Incarcerated Veterans recidivism rate – 4000
OIF and OEF veterans with PTSD symptoms – 5001
Veteran Outreach – Info and education to 9,000 Returnees – 6002
Veteran outreach – enrolled into VA health care – 6003
Transitional housing veterans enrolled – 8001
Transitional residents that meet care plan requirements – 8002
Co-author six federal or locally funded habitat projects – 8011
Veterans Enrolled – VCC – 8012
School districts contacted – 8007

Education & Jobs – VCC – 8013

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Pct of veterans home residents satisfied with care -1100

Eastern Washington Cemetery completion rate – 8008

Daily hours of care per resident - 8010

Percent of veterans receiving VA compensation – 1000

Number of Iraq war returnees served by war trauma readjustment program – 5001

Number of claims filed for returnees - 5005

VA Healthcare enrollment for returnees - 6003

Weight loss by residents - 2000

Percent of residents with pressure ulcers - 2100

Homeless veterans obtaining transitional/permanent housing - 3001

Satisfaction scores on resident survey - 8009

Process characteristics that customer- stakeholders want

Product or service attributes customers/stakeholders want

Customer/stakeholder desired outcomes

Process measures

Output measures

Outcomes

Process characteristics the agency wants
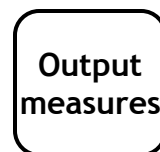
Product/service attributes the agency wants
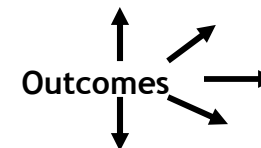
Agency desired outcomes

Claims approval rating success – 2001

Bed fill rate in the veterans' homes - 5003

Projected Expenditure Recoveries - 5004

Agency management costs as a percent of total operating costs - 5007

Veterans Home Medicare Resident Occupancy - 6001

PDP completion percentage - 8003

Employee survey results - 8004

HR Survey score on "Opportunity to learn & grow" - 8005

HR Survey scores on "Tools to do my job effectively" - 8006

Number of restoration and habitat projects eligible for federal and/or local funding - 8011

Homeless veterans enrolled in employment and training - 2002

Veterans served by Estate Management Program - 3300

Number of license plates sold - 5002

Number of returnees receiving information and education - 6002

Number of veterans enrolled into the transitional housing program - 8001

Number of qualifying veterans enrolled in the environment certification program – 8012

Number of school districts contacted - 8007

Veteran recidivism rate – 4000

Percent of transitional housing clients who meet requirements of their care plans – 8002

Percent of environment certification program participants continuing or placed – 8013

Activity Measure – Veterans receiving compensation

Performance Measure Description: Percent of veterans receiving VA compensation - 1000

Budget Activity Links: Veterans Disability Services and Support (A003)

Category of Measure: Output measure

Analysis of Variation: The increase in Q8 '03-05 is much larger than expected due to a pilot project in Clark County that was effective at increasing claims that quarter.

Analysis of Targeted vs. Actual Performance: Performance was above the target twice (Q8 of 2005-07, and Q1 of 2005-07) but has been below the target since then.

Percent of veterans receiving VA compensation

Comments About Desirable Characteristics

Relevance: This seems relevant to DVA's work connecting veterans to services.

Understandability: According to the footnotes, this measure also includes pensions. Including this fact in the measure title would improve understanding.

Reliability: Data comes from federal Veteran's Administration (VA), so reliability depends on that organization.

Timeliness: Good

Comparability: Good

Cost Effectiveness: DVA staff have to manipulate the federal data to develop the measure.

General Comments & Explanations:

• From measure footnotes: "Target: 17% by 2010. Approximately 87,000 of the state's 617,723 veteran population receives either a pension or VA compensation."

• The DVA strategic plan says that this performance is above national average. The agency may want to add this information to the measure footnote to provide perspective for a policy and budget audience, since 12.5% doesn't intuitively seem like good performance.

• Are all veterans eligible for compensation? If not, measuring the percent of eligible veterans receiving compensation may tell a better story about agency effectiveness.

•**THIS MEASURE TO BE REMOVED**

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Activity Measure – Claims approval rating success

**Performance Measure Description:** Claims approval rating success - 2001

Budget Activity Links: Veterans Disability Services and Support (A003)

Category of Measure: This is a process measure.

Analysis of Variation: This process is unpredictable. Although there is evidence of an increasing trend, the drop in 2003-05 Q8 and subsequent increase in Q1 2005-07, are larger than would be expected. Performance looks like it first increased, and has now stabilized.

Analysis of Targeted vs. Actual Performance: The agency has exceeded the target for 11 quarters in a row, and has exceeded the median (almost equal to the target) in six of the past seven quarters. The agency's projected increase in the target over the rest of the biennium may be conservative, since performance has already exceeded these levels.

Claims approval rating success
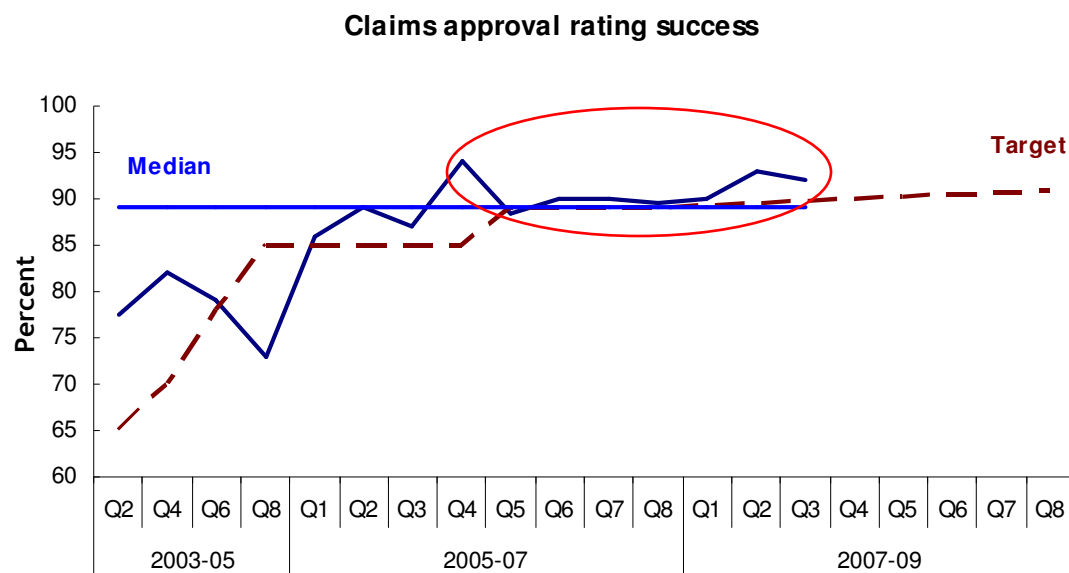
Comments About Desirable Characteristics

Relevance: It is difficult to tell what exactly is being measured so it's hard to know how this measure relates to the Activity. "Claims" could relate to medical, insurance, or liability.

Understandability: Poor: the phrase "claims approval rating" is jargon, and is not explained in footnotes. "Rating" of what, by whom? 89% of what represents success? From footnotes: "Target: Maintain claim submittal ratings at 89% or better." The measure title is claims approval (which sounds like the output of a process), not claims submittal (which sounds like the input to a process).

Timeliness: Providing quarterly data is good.

Comparability and reliability:

Cost Effectiveness: DVA may use different measures in Governor GMAP presentations, including: "Claims quality score (coalition 'batting average')".

General Comments & Explanations:

• Does this measure go with no. 5005, Claims submitted on behalf of veterans (p. 14)?

• Performance stabilized early in the 2005-07 biennium after DVA conducted intense education of volunteers that helped improve the quality of forms, leading to higher claims approval rates.

•This measure has been changed to measure the percentage of claimed issues claimed and subsequently granted by the VA divided by the number of issues claimed.

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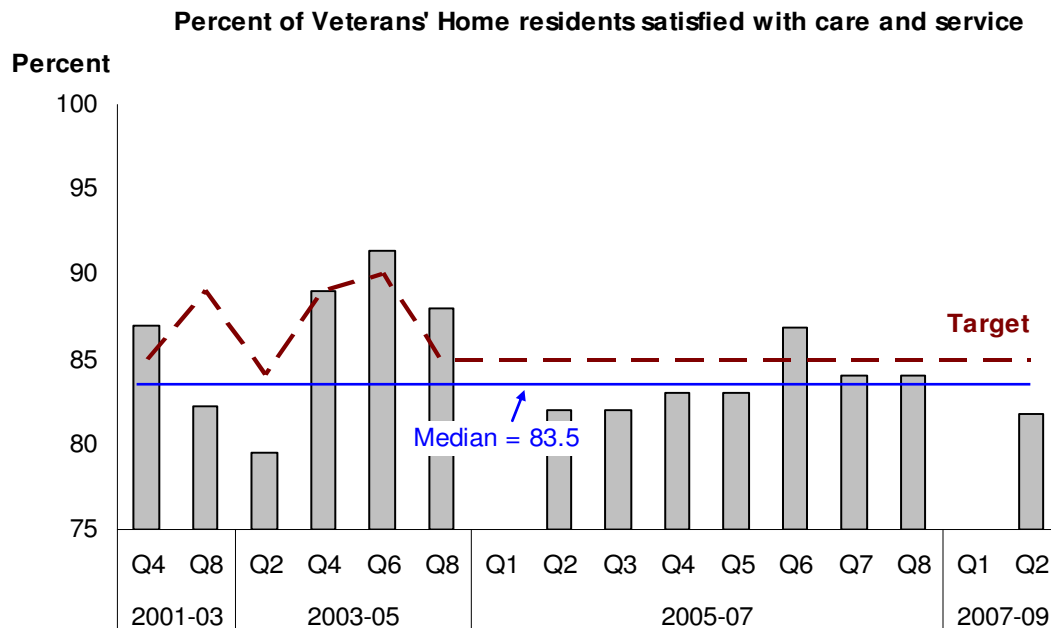# Activity Measure – Residents satisfied with care and service

Performance Measure Description: Percentage of veterans home residents satisfied with the care and services they receive - 1100

Budget Activity Links: Institutional Service (A002)

Category of Measure: Satisfied residents would be an outcome of institutional services.

Analysis of Variation: This data show stable, predictable performance, with minimal variation. (Note: a bar chart is used instead of a line graph because of missing Q1 data.) For 3 biennia, performance on this measure was identical to performance on measure no. 8009 (see next slide).

Analysis of Targeted vs. Actual Performance: The median, 83.5, is below the target of 85, and has only met the target once in 10 quarters. Something will have to change in order to move performance of a stable process such as this.

Percent of Veterans' Home residents satisfied with care and service

Comments About Desirable Characteristics

Relevance: Having residents satisfied with care and services is relevant to the Activity, but having a single number that rolls up 11 ratings from 47 questions for three institutions tends to dilute the story.

Understandability: Clear

Reliability: Having two measures with identical performance and targets for six years, that begin to show a difference this biennium, does not give confidence in the reliability of these measures.

Timeliness: Quarterly data is good, but why is Q1 data consistently missing?

Comparability: According to the footnotes, the survey changed in fall 2004. A change in survey methods may affect comparability.

Cost Effectiveness: Does not seem like a good use of agency resources to report the same data twice.

General Comments & Explanations:

• Customer surveys are not very satisfactory as measures. DVA may want to ask residents what are the few most important elements of service or care to them, and then focus on measuring those things.

•DISCONTINUE THIS MEASURE AS IT IS THE SAME AS 8009

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Activity Measure – Resident satisfaction

Performance Measure Description: Resident satisfaction - 8009 (see number 1100)

Budget Activity Links: Institutional Service (A002)

Category of Measure: Satisfied residents would be an outcome of institutional services.

Analysis of Variation: For three biennia, performance on this measure was identical to measure no. 1100 (previous slide). Only in this biennium is there a difference in performance.

Analysis of Targeted vs. Actual Performance: See previous slide.

Overall satisfaction scores on resident survey

Q4	Q8	Q2	Q4	Q6	Q8	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q1	Q2	Q3
2001-03 annual		2003-05 twice a year				2005-07 quarterly								2007-09		

Comments About Desirable Characteristics

Relevance: See previous slide.

Understandability: Measure No. 1100 has a thorough explanation in the footnotes, this measure does not. See previous slide.

Reliability: Having two measures with identical performance and targets for six years, that begin to show a difference this biennium, does not give confidence in the reliability of these measures.

Timeliness: See previous slide.

Comparability: Not clear why performance between this measure

Cost Effectiveness: Does not seem like a good use of agency resources to report the same data twice.

General Comments & Explanations:
• Until this biennium, performance on this measure was identical to measure no. 1100.

• Given that customer survey scores make unsatisfactory measures, one or both of these measures should be discontinued.

• If both measures add value, and there is a difference between them, that should be spelled out clearly in the measure description and footnotes.

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Activity Measure – Nursing home resident weight loss

Performance Measure Description: Percent of nursing home residents losing weight (2000)

Budget Activity Links: Institutional Service (A002)

Category of Measure: Outcome (undesirable)

Analysis of Variation: After 6 quarters of stable, predictable performance, the most recent quarter (Q3 2007-09) shows a remarkable leap in the wrong direction. The performance result this period was unpredictable in both the magnitude of change (over 30% increase) and the actual level, which is outside expected process limits.

Analysis of Targeted vs. Actual Performance: After 6 consecutive quarters of stable performance well under the target, more than 6% of residents lost weight in the most recent quarter, exceeding the target for the first time.

Percent of residents losing weight

Target

Median, 4.52

| | Q5 | Q6 | Q7 | Q8 | Q1 | Q2 | Q3 |
| | 2005-07 | | | | 2007-09 | | |

Comments About Desirable Characteristics

Relevance: Good, as weight loss is an indicator of the quality of care, an important outcome.

Timeliness: Quarterly data is good.

Understandability: Good

Comparability and Cost Effectiveness: Institutions provide this data to national organizations, so the data is easy to get and standard across all states.

Reliability: Need more information on data source and calculation method to judge reliability.

General Comments & Explanations:
• A weekly GRID (Generating Routine Indicator Data) report is sent internally weekly, and addresses any data under benchmark in any of our three skilled facilities with an action plan. This plan is followed until desired results are achieved.

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Activity Measure – Residents with pressure ulcers

Performance Measure Description: Percent of residents with pressure ulcers acquired in-house (2100)

Budget Activity Links: Institutional Service (A002)

Category of Measure: This is an outcome measure, (undesirable outcome).

Analysis of Variation: This appears to be a stable, predictable process. Although the 3% result in the most recent quarter is the lowest yet recorded, it is still within the range of expected normal variation.

Analysis of Targeted vs. Actual Performance: The target is set at the federal standard of 5% of residents. Performance has generally been better than this, with the median (4.2%) and mean (4.35%) both below the target. However, performance was above the the target in three recent quarters (Q8 05-07 to Q2 07-09) before dropping last period.

Percent of residents with pressure ulcers

Comments About Desirable Characteristics

Relevance: Minimizing pressure ulcers (i.e. bed sores) is very relevant to nursing home quality of care.

Understandability: Although this is fairly clear, the term "pressure ulcers" is a little clinical, and the measure description suggests that adjustments are made to the data to account for residents that develop pressure ulcers in other settings.

Reliability: Good.

Timeliness: Quarterly data is good.

Comparability: As a federal measure, performance can, in theory, be compared across all states. However, the demographic characteristics of residents of veterans homes are different than civilian nursing homes, which makes their measures less comparable to other nursing homes.

Cost Effectiveness: Assume federal measures are already available, so cost-effective for use in OFM system.

General Comments & Explanations:
• Keeping residents from suffering from bed sores is a measure of nursing home facility quality.

• A weekly GRID (Generating Routine Indicator Data) report is sent internally weekly, and addresses any data under benchmark in any of our three skilled facilities with an action plan. This plan is followed until desired results are achieved.

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Activity Measure – Bed fill rate in Veterans homes

Performance Measure Description: Combined bed fill rate in Veteran's homes (5003)

Budget Activity Links: Institutional Service (A002)

Category of Measure: Process measure

Analysis of Variation: There was an unpredictable change in the 2003-05 biennium, with a large decline the first year, and an unexpectedly large increase the following period.

Analysis of Targeted vs. Actual Performance: In recent years, the process appears capable of meeting its target, with average performance (95%) the same as the target.

Bed fill rate in state Veteran's homes

Comments About Desirable Characteristics

Relevance: Maximizing use of veterans home capacity seems very relevant to the agency's mission.

Understandability: The "bed fill rate" is reasonably intuitive, although it is somewhat jargon.

Reliability: Data on number of residents should be readily available and fairly easily calculated.

Timeliness: Recent quarterly data is an improvement over annual reporting in 2003-05.

Comparability: This measure rolls up occupancy rates for three institutions, so presumably data is comparable among them. This data should be similar to other states as well.

Cost Effectiveness: Seems as if it should be relatively easy to obtain.

General Comments & Explanations:
• The measure title, "Sustain facility census at 95% or better," provides a slightly different view of what's being measured.

• DVA's strategic plan mentions acuity rates among veteran's home residents (i.e. the degree to which they need special attention). Measuring the extent to which DVA homes meet the special medical and social needs of veterans would seem to be a good way of communicating performance outcomes for customers.

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Activity Measure – Revenue recovery

Performance Measure Description: Projected Expenditure Recoveries, revenue target (5004) (dollars in thousands).

Budget Activity Links: Institutional Service (A002)

Category of Measure: Process measure

Analysis of Variation: Performance has been stable, with a slight trend of increasing revenue recovery.

Analysis of Targeted vs. Actual Performance: Performance has been stable, but the target has not. Is there a reason why the target jumped in Q4 '05-07?

Comments About Desirable Characteristics

**Relevance:** Revenue recovery seems germane to operation of an institution.

Understandability: It's not clear precisely what is being measured, and the footnote explanation makes it more difficult to understand: "This measurement reflects bed fill and recovery rate assumptions, from the facility's operating budgets, with actual recoveries. [Measured on an annual basis.]" This makes it sound as if this based on a revenue estimate, not recovery.

Reliability and comparability: Revenue forecast and revenue data are reliable and accurate.

Timeliness: This is now reported annually. Although data was added every quarter last biennium, it was reported as cumulative to the end of each fiscal year. Cumulative data, and annual reporting, makes it difficult to compare performance against a target and difficult to see trends in performance. Compare the lower chart (showing quarterly performance) versus the upper chart (from PMT data).

Cost Effectiveness: DVA tracks revenue information for internal management purposes.

Revenue recovery - Cumulative annual data
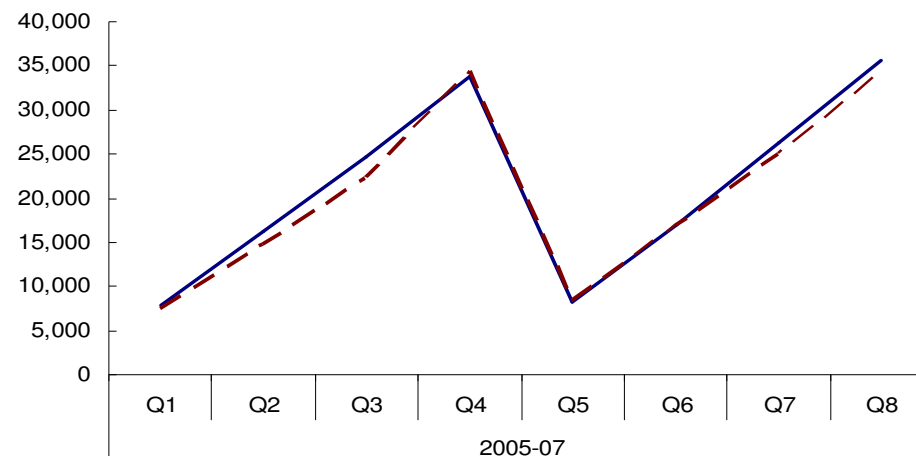
Revenue recoveries - Quarterly

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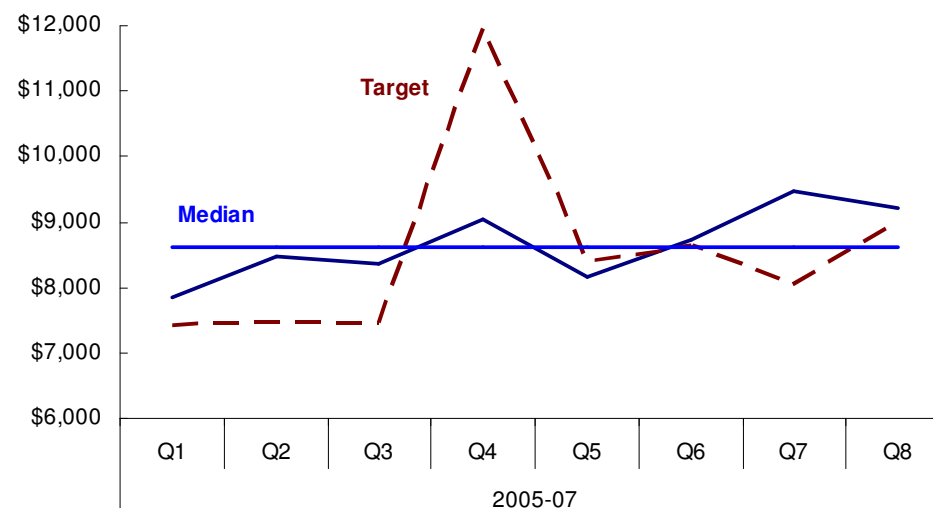
Activity Measure – Claims filed for returnees

Performance Measure Description: Number of claims filed for returnees - 5005

Budget Activity Links: Institutional Service (A002)

Category of Measure: Output measure

Analysis of Variation: Performance varies widely, with over 100 veterans helped in three quarters, and 20 or fewer helped in four quarters.

Analysis of Targeted vs. Actual Performance: Performance has not yet achieved the target level, due to a policy change involving other partners (e.g. at Fort Lewis).

Number of claims filed for returnees

Median = 20

	Q4	Q5	Q6	Q7	Q8	Q1	Q2	Q3	Q4	Q5
			2005-07					2007-09		

Comments About Desirable Characteristics

Relevance: This measure is relevant, although the footnote to the measure makes relevance clear in a way the description does not (see General Comments, right).

Understandability: "Number of claims" is clear, but it's not clear what exactly is being claimed.

Reliability: Good

Timeliness: Quarterly data is good.

Comparability: Should be good.

Cost Effectiveness: Good

General Comments & Explanations:
- Footnotes: "Target: 1,530 (17%) out of the remaining 9,000 returnees over the next three years. In the US military, the reserve component does not receive transitional assistance like the active component. WDVA will assure that returning veterans are afforded claims filing support and services during their transition from active duty."

- This measure is related to the measure on claims success (p. 8)

- THIS MEASURE TO BE DISCONTINUED

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Activity Measure – Veterans home Medicare residents

Performance Measure Description: Veteran's home Medicare resident occupancy – 6001

Budget Activity Links: Institutional Service (A002)

Category of Measure: Process measure

Analysis of Variation: There is a short-term, but consistent and predictable, trend of 3 additional residents per quarter.

Analysis of Targeted vs. Actual Performance: Based on the evident trend of 3 additional residents per quarter, the agency will not meet its target of 36 residents until Q2 of the 2009-11 biennium. A delay in Medicare certification may have produced what appears to be a two-quarter lag in meeting targets.

Veteran's home medicare resident occupancy

Comments About Desirable Characteristics

Relevance: Medicare occupancy seems relevant to a veteran's institution.

Understandability: There are several "moving parts" to this measure: Medicare certification, residents eligible for Medicare, and occupancy by those residents. It isn't clear which of these pieces is the key item, or what precisely is being measured. "Hundredths of a resident" is due to patients arriving or leaving partway through the reporting period.

Timeliness: Quarterly data is good.

Reliability: Data on residents from 3 homes should be reliable.

Comparability: Should be comparable from period to period.

Cost Effectiveness: This measure was related to a budget proposal, so may not be "organic" to DVA's internal reporting.

General Comments & Explanations:
• From notes in Q5, 2005-07: "Medicare certification delayed due to documentation review, new opening date 3/1/07."

• From Footnote: "Goal: 36 additional residents by the end of FY 2009."

•THIS MEASURE TO BE DISCONTINUED

Activity Measure – Daily hours of care per resident

Performance Measure Description: Daily hours of care per resident (VA requirement is 2.5) - 8010

Budget Activity Links: Institutional Service (A002)

Category of Measure: The time spent carrying out something (e.g., hours of care per patient) is a measure of a process.

Analysis of Variation: There may be a weak upward trend. To give a sense of scale, there is difference of 12 minutes between highest and lowest measures.

Analysis of Targeted vs. Actual Performance: Performance has exceeds the target/standard by 3.6 minutes per day (which is 2.4% higher).

Daily hours of care per resident

Median, 2.57

Target

Q5	Q6	Q7	Q8	Q1	Q2	Q3
2005-07				2007-09		

Comments About Desirable Characteristics

Relevance: Based on a simple logical assumption (more care is better), this process measure may be a rough indicator of quality of care.

Timeliness: Quarterly data is good

Understandability: Minutes is a more familiar measure of time than hundredths of hours. DVA might consider reporting minutes of care per day.

Comparability: As a federal measure, assume that performance can be compared across all states.

Reliability: Depends on the quality of how time is recorded in each institution.

Cost Effectiveness: Assume federal measures are already available, so cost-effective for use in OFM system.

General Comments & Explanations:
• The target is set at the US Department of Veterans Affairs care requirement of 2.5 hours per resident per day.
• Performance appears to be improving, although there is not enough data to confirm a trend.

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Activity Measure – License plate sales

Performance Measure Description: Veteran's & military license plate sales - 5002

Budget Activity Links: Veterans' Community-Based Services (A004) and Administrative Services (A001)

Category of Measure: Output measure

Analysis of Variation: This is another measure that is reported as cumulative data, which makes it difficult to get an accurate picture of what is happening. When data is shown quarterly (bottom chart) it becomes clear that sales are exceeding expectations significantly (i.e. 400 plates per quarter rather than 20).

Analysis of Targeted vs. Actual Performance: The estimates in PMT appear to be lagged by one quarter which makes it hard to compare performance. Quarterly data shows that performance is now significantly above the target.

Comments About Desirable Characteristics

Relevance: Very relevant, as license plate sales will sustain operation of an Eastern Washington veteran's cemetery.

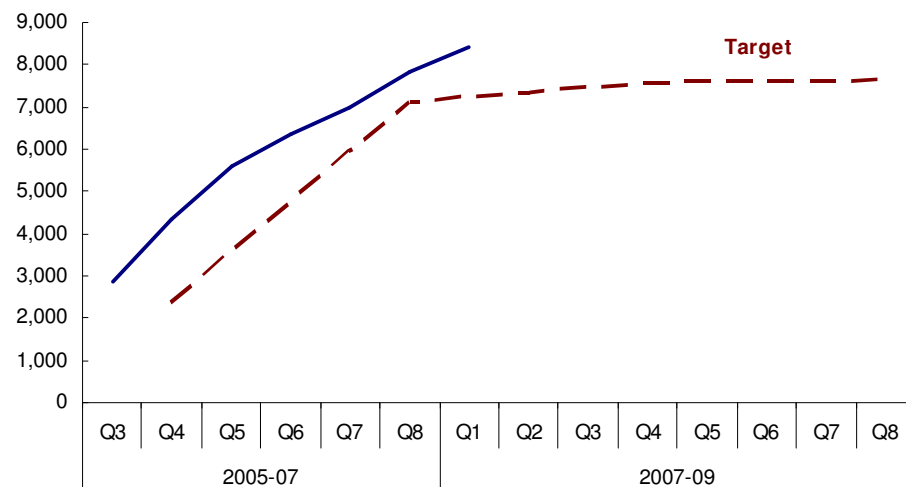**Timeliness:** Quarterly data is good.

Understandability: Very clear
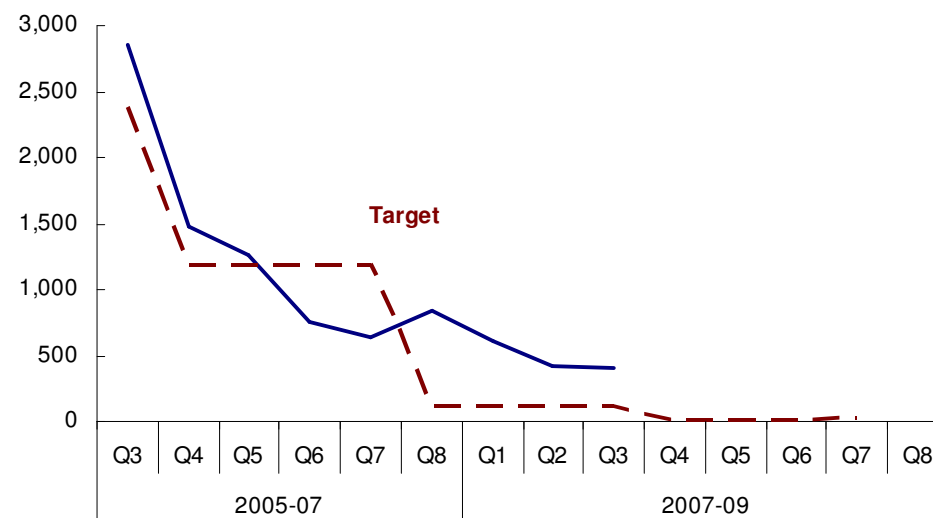
Comparability: Good

Reliability: Counts of physical objects, associated with a cash transaction, should be very reliable.

Cost Effectiveness: Should be very easy to get this data.

Veteran's license plate sales (cumulative)

Veteran's license plate sales (per quarter)

20

Activity Measure – Homeless veterans in employment and training

Performance Measure Description: Homeless veterans enrolled in employment & training - 2002

Budget Activity Links: Veterans' Community-Based Services (A004)

Category of Measure: Output measure.

Analysis of Variation: This is another "cumulative annual" measure that makes it difficult to discern variation. Quarterly reporting (middle chart) shows a significant "discontinuity" during two successive two quarters in 2005-07 (much higher in Q3, much lower in Q4) which may be a reporting error, as combining Q3 and Q4 data into a six month report (bottom chart) shows that that period is very comparable to other recent performance.

Analysis of Targeted vs. Actual Performance: The bottom chart shows that performance has closely matched the target over several biennia.

Comments About Desirable Characteristics

Relevance: This seems like a very relevant measure to this Activity's purpose.

Understandability: Footnote: "Enrollment means the placement of a veteran in an existing job training program or assisting a veteran in obtaining a job."

Reliability: The "data discontinuity" shown in the middle chart does not give confidence in data reliability.

Timeliness: Quarterly data is timely, but would be better if the numbers were not a cumulative total during the fiscal year.

Comparability: The measurement period changed from every six months (2003-05) to quarterly in 2005-07.

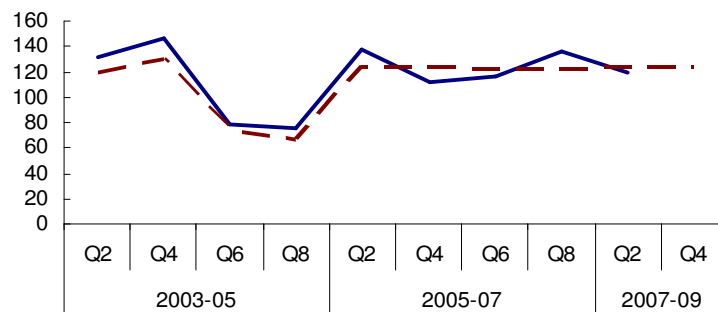**Cost Effectiveness:** Good; also reported as part of federal grant that funds this.

Homeless veterans enrolled in employment and training - cumulative annual reporting
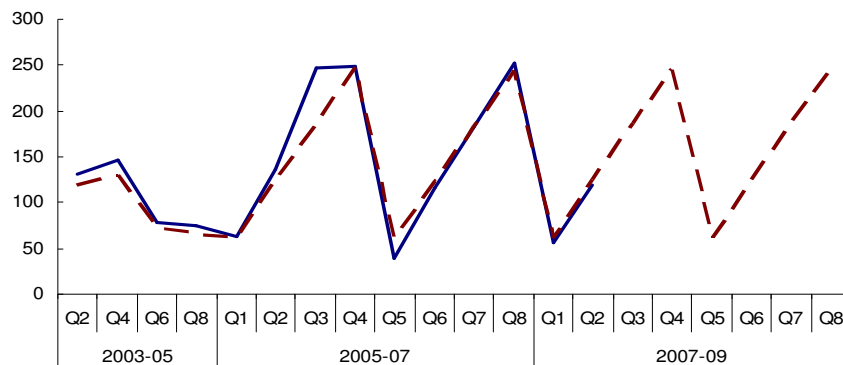
Homeless veterans enrolled in employment and training - quarterly data
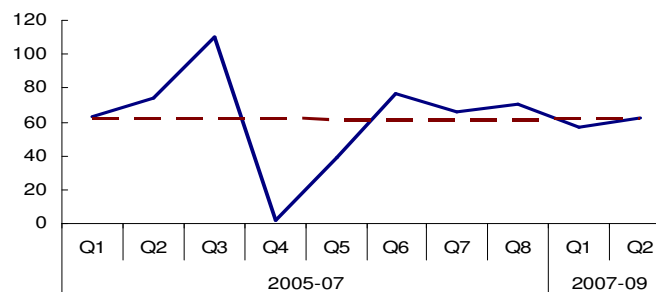
Homeless veterans enrolled in employment and training - data every six months

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Activity Measure – Veterans obtaining transitional housing

Performance Measure Description: Number of homeless veterans that obtain transitional - permanent housing - 3001

Budget Activity Links: Veterans' Community-Based Services (A004)

Category of Measure: Output measure

Analysis of Variation: This appears to be a stable predictable process, even with the low of 25 in Q5 2005-07.

Analysis of Targeted vs. Actual Performance: Performance has generally met or exceeded the target, with median performance above the target. Performance has almost exactly matched the estimate for the three most recent quarters.

Homeless veterans that obtain housing - as reported
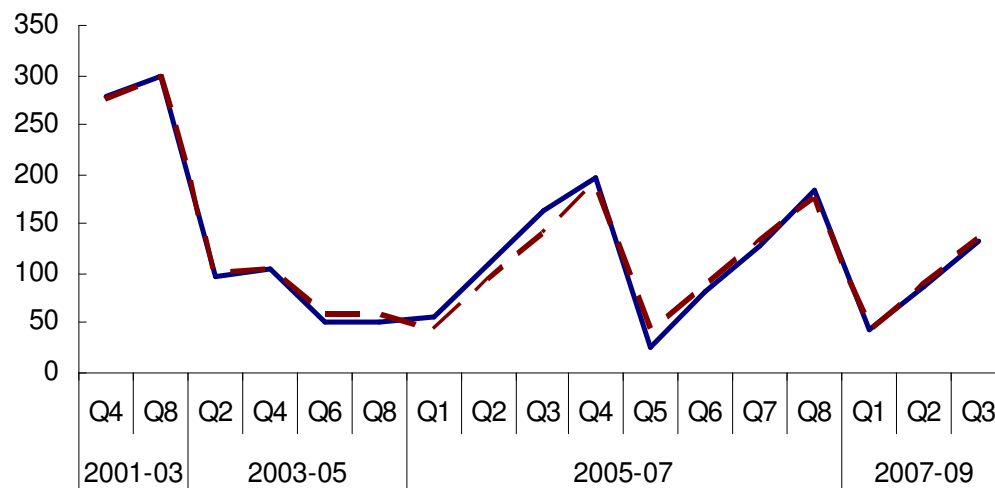
Comments About Desirable Characteristics

Relevance and Timeliness: Getting homeless veterans into housing is very relevant to this activity, and quarterly data is good.

Understandability: Cumulative data tends to mask variation and performance, which makes it hard to understand what is actually happening from quarter to quarter.

Comparability: Although there is data back to 2001-03, the measurement has changed from period to period, adversely affecting its comparability.

General Comments:
• From footnote: "Outreach to homeless veterans for improved transition or permanent housing set by federal contract or grant targets."

Number of veterans obtaining transitional housing per Q

22
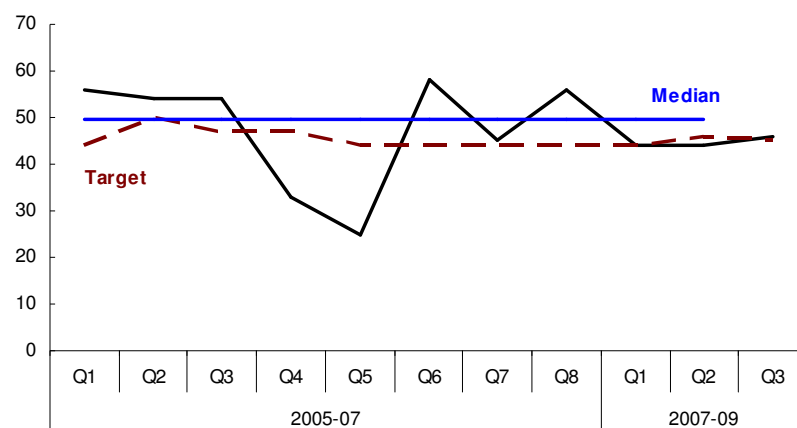
Activity Measure – Estate management clients

Performance Measure Description: Veteran's Estate Management Program (VEMP) caseload - 3300

Budget Activity Links: Veterans' Community-Based Services (A004)

Category of Measure: Output measure

Analysis of Variation: This is an unpredictable process, with the 2003-05 Q6 results (676, circled in red on the chart) being higher than the expected process limits.

Analysis of Targeted vs. Actual Performance: Footnotes to the measure explains that for 2005-07, "Federal VA policy changes . . . are holding the number of VEMP clients at levels lower than original 05-07 forecast." However, 2007-09 performance has reached the target.

Clients served by Veteran's Estate Management program

Comments About Desirable Characteristics

Relevance: The number of clients served is relevant to any program.

Understandability: Reasonably understandable. The measure description mentions caseload, which suggests that this number is a cumulative total of all clients being served. If so, the quarterly change in clients might make a more interesting management conversation.

Reliability: Good.

Timeliness: Quarterly data is good.

Comparability: A count of customers should be comparable to similar counts.

Cost Effectiveness: This measure was related to a budget proposal, so may not be "organic" to DVA's internal reporting.

General Comments & Explanations:

The Veterans Estate Management Program (VEMP):

Provides timely payments to clients and vendors to ensure food, clothing and shelter needs are met using the client's limited income and resources

Protects client income and assets from undue creditor claims, as well as protection from loss or diversion

Ensures all clients are fully advised of potential federal and state benefits to which they may be entitled and that they receive the maximum amount available

Provides maximum investment and savings opportunities

The veterans in this program are generally not employable and have chronic mental health conditions as well as drug/alcohol dependency and/or gambling issues. A very conservative estimate is that over 30% or approximately 180 veterans would be homeless if not for the VEMP program.

Activity Measure – Recidivism rate

Performance Measure Description: Incarcerated veteran's recidivism rate - 4000

Budget Activity Links: Veterans' Community-Based Services (A004)

Category of Measure: Minimizing reentry to the criminal justice system is an outcome of this activity.

Analysis of Variation: This is an unpredictable process that may have had a recent process-level change. If it's analyzed as a stable process, then the period from Q7 '05-07 to Q3 '07-9 is abnormally low. If it is analyzed as a trend, then Q4 to 6 '05-07 are abnormally high.

Analysis of Targeted vs. Actual Performance: Performance has consistently exceeded the target. The median of 14% is below the 18% target. The fact that recidivism has been below 10% for five quarters in a row suggests that the target might be lowered.

King County veterans' recidivism rate
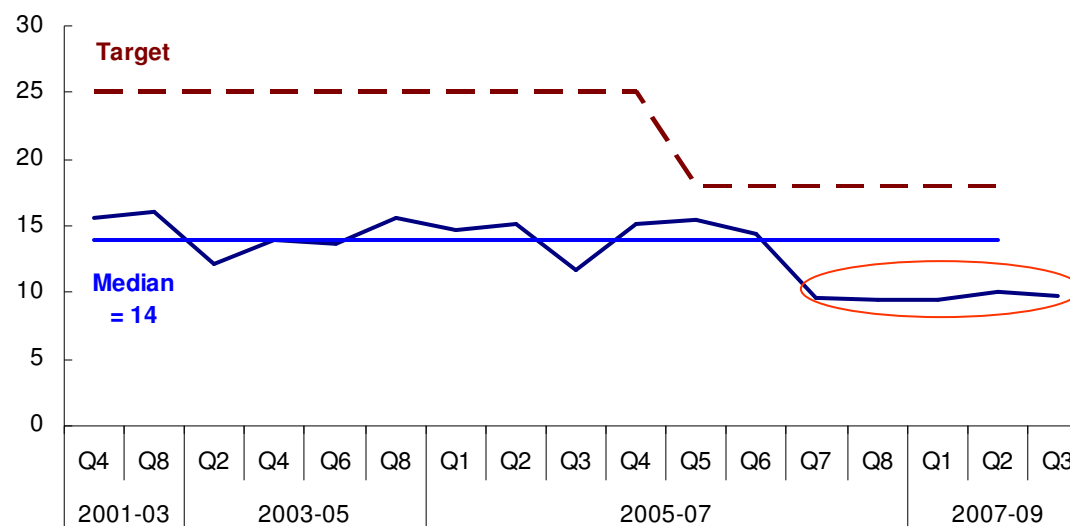
Comments About Desirable Characteristics

Relevance: Keeping veterans out of jail is a good outcome, but is this really DVA's work or is this accomplished through contractors?

Understandability: The term "recidivism" is jargon, but is fairly commonly used. It's not clear how the recidivism rate is calculated.

Reliability: King County supplies the data, so reliability depends on their procedures.

Timeliness: Measuring whether someone stays out of an institution requires a lag of time: they have to complete their sentence, then not come back during some subsequent period of time.

Comparability: It's not clear how the recidivism rate is calculated.

Cost Effectiveness: Good, as this measure is reported as part of a contract requirement with the county.

General Comments & Explanations:
• From footnote: "Maintain a veteran recidivism rate in King County to 18% or lower. Note, contract goal for King County is keep below 25%."
• Given the evident success of this program, it is expanding to Pierce and Clark Counties.

24

Activity Measure – Returnees served by war trauma readjustment

Performance Measure Description: Number of returnees served by the war trauma (PTSD) re-adjustment program - 5001

Budget Activity Links: Veterans' Community-Based Services (A004)

Category of Measure: Number served is an output measure.

Analysis of Variation: This process shows stable performance despite the large uptick in veterans served in the most recent quarter. (Note: This chart uses a different convention than others.)

Analysis of Targeted vs. Actual Performance: Performance has exceed the target three times, and fallen short three times. Performance in the most recent quarter was about 60% above the target (164 veterans served, 105 estimated.)

Iraq veterans served by war trauma re-adjustment program

Median = 77.5

Estimates

Actual

| Q4 | Q5 | Q6 | Q7 | Q8 | Q1 | Q2 | Q3 |

2005-07   2007-09
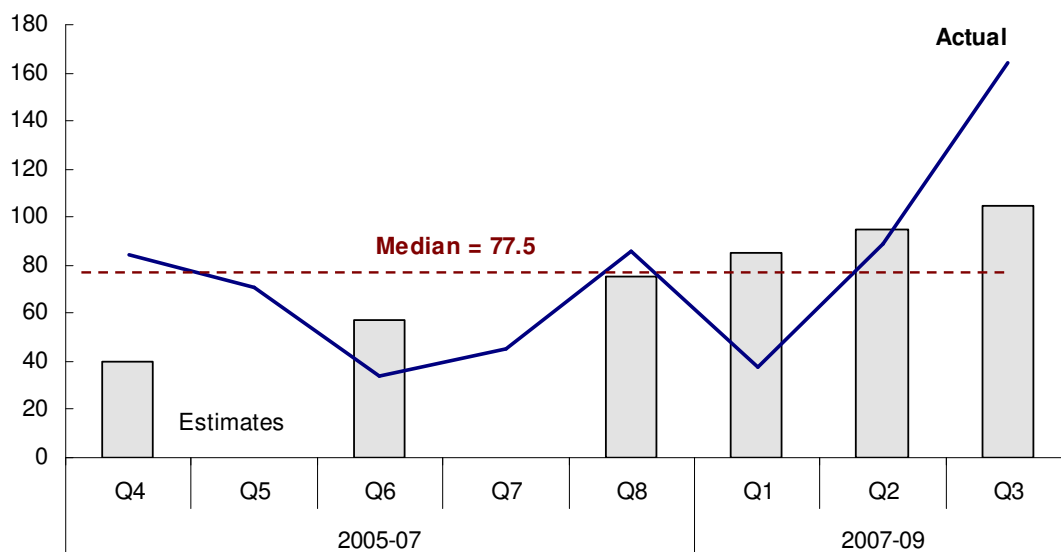
Comments About Desirable Characteristics

Relevance: Serving veterans with post-traumatic stress disorder (PTSE) is very relevant to the activity

Timeliness: Quarterly data is good.

Understandability: Very easy to understand.

Comparability: Should be comparable.

Reliability: Should be good.

Cost Effectiveness: This measure was initially related to a budget proposal, so may not be "organic" to DVA's internal reporting.

General Comments & Explanations:
• From footnote: "For the first time in Washington State history an entire combat brigade of 3,400 National Guard and Reservists will be returning en masse. 15% - 17% will suffer from PTSD. Without intervention these veterans will require expenditures from other state programs such as unemployment, medical care, domestic violence, homelessness, civil/criminal offenses, substance abuse, and mental health problems that will far exceed the investment in prevention."

25

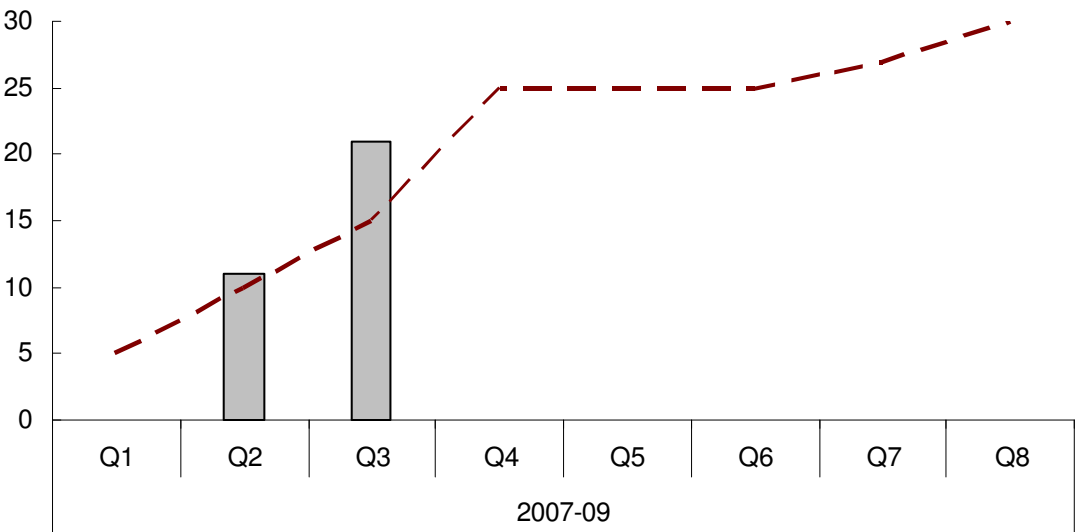# Activity Measure – Returnees provided with information

Performance Measure Description: Number of returnees receiving information and education - 6002

Budget Activity Links: Veterans' Community-Based Services (A004)

Category of Measure: This is an output measure.

Analysis of Variation: There appears to be a downward trend of about 200 fewer veterans receiving information every quarter. This reflects market penetration of a finite group.

Analysis of Targeted vs. Actual Performance: Actual performance exceed the target in 2005-07 quarters 5 and 6, then fell dramatically below the target in subsequent quarters. The target line is declining, which matches actual performance. If the goal is to reach 100% of returning reservists, that might make a better measure.

Number of returnees provided with information

Comments About Desirable Characteristics	
Relevance: Providing information to returning reservists is relevant to this activity, but it's not clear why the target is declining. See General Comments, right.	**Timeliness:** Quarterly data is good.
Understandability: While number of returnees appears to be a simple count, it's not clear what actions are encompassed by the terms, "receiving information and education".	**Comparability:** Same comment as Reliability.
Reliability: Reliability of this measure rests on a good operational definition of what information and education is included in the measure.	**Cost Effectiveness:** This measure was initially related to a budget proposal, so may not be "organic" to DVA's internal reporting.

General Comments & Explanations:
• From footnote: "In the US military, the reserve component does not receive transitional assistance like the active component. WDVA will assure the 9,000 returning veterans are afforded support and services during their transition from active duty."
• Intuitively, it seems as if providing more veterans with information would be better, but the target is set to make it appear as if fewer contacts is better.

26

Activity Measure – Returnee health care enrollment

Performance Measure Description: VA Healthcare enrollment for returnees - 6003

Budget Activity Links: Veterans' Community-Based Services (A004)

Category of Measure: Output measure

Analysis of Variation: Performance is stable and predictable.

Analysis of Targeted vs. Actual Performance: Performance is falling far short of the target, with average performance only 15 – 20% of the expected value, due to legal and policy issues that arose with partners during implementation.

VA health care enrollment for returnees

Mean = 54

| | Q5 | Q6 | Q7 | Q8 | Q1 | Q2 | Q3 | Q4 | Q5 | Q6 | Q7 | Q8 |

2005-07   2007-09

Comments About Desirable Characteristics

Relevance: Enrolling veterans in health care seems very relevant to this activity's work.

Timeliness: Quarterly data is good.

Understandability: The measure does not actually say that this is the number of health care enrollees; the reader must make that assumption.

Comparability: Depends on what is being counted under the definition of enrollment support and services.

Reliability: Depends on what is being counted under the definition of enrollment support and services.

Cost Effectiveness: This measure was initially related to a budget proposal, so may not be "organic" to DVA's internal reporting.

General Comments & Explanations:
• From footnotes: "Target: 4,500 (50%) of the remaining 9,000 returnees over the next three years. In the US Military, the reserve component, does not receive transitional assistance like the active component. WDVA will assure returning veterans are afforded health care enrollment support and services during their transition from active duty."

27

Activity Measure – Transitional housing enrollees

Performance Measure Description: Number of veterans enrolled into the transitional housing program at Retsil - 8001

Budget Activity Links: Veterans' Community-Based Services (A004)

Category of Measure: Output measure.

Analysis of Variation: Not enough data to judge.

Analysis of Targeted vs. Actual Performance: Performance has exceeded the target both periods for which there is data.

Veterans enrolled in transitional housing program at Retsil

2007-09

Comments About Desirable Characteristics

Relevance: Number of enrollees is relevant to this activity.

Timeliness: Quarterly data is good.

Understandability: Although "number of veterans enrolled" is clear, it's not immediately apparent what a transitional housing program is, nor what (or where) Retsil is.

Comparability: Easy to count and compare.

Reliability: Should be good

Cost Effectiveness: Should be relatively easy to collect.

General Comments & Explanations:
- Footnote: "Program began July 1, 2007"

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Activity Measure – Percent of housing residents meeting care plan

Performance Measure Description: Percent of transitional housing residents that meet care plan requirements - 8002

Budget Activity Links: Veterans' Community-Based Services (A004)

Category of Measure: Outcome measure

Analysis of Variation: Not enough data to judge, but has been at 100% for two (of two) quarters.

Analysis of Targeted vs. Actual Performance: Performance has exceed the target both quarters. If performance has been 100% for two quarters in a row, it's not clear why the target isn't set at 100%.

Biennium	Quarter	Actual	Estimate
2007-09	Q1		75
	Q2	**100**	75
	Q3	**100**	75
	Q4		75
	Q5		75
	Q6		75
	Q7		75
	Q8		75

Comments About Desirable Characteristics

Relevance: Having residents meet their care plan requirements is an outcome of this activity.

Timeliness: Quarterly data is good.

Understandability: Fairly clear, but "Care plan" is a term of art that could be better explained in the measure description or footnotes.

Comparability:

Reliability: Data comes from field offices. Should be sound.

Cost Effectiveness: This measure was initially related to a budget proposal, so may not be "organic" to DVA's internal reporting.

General Comments & Explanations:

• Footnotes: Program began July 1, 2007; admissions began Nov. 2007.

• This program is still in the initial phase of operation. Having participants meet their care plan requirements should result in them having the skills, benefits and training to be able to live independently in the community.

•New measures will be added after the program has been running for more time, and success rates can be better estimated.

29

Performance Measure Description: Number of restoration and habitat projects eligible for federal and/or local funding – 8011

Budget Activity Links: Veterans' Community-Based Services (A004)

Category of Measure: While "number of projects" would be an output measure, this appears to be a measure of **process** attributes (i.e. projects that are eligible for funding).

Analysis of Variation: Not enough data to judge, but the number has increased every period.

Analysis of Targeted vs. Actual Performance: Actual performance has met or exceeded the target every quarter. The significance of six projects is not clear.

Biennium	Quarter	Actual	Estimate
2007-09	Q1	2	2
	Q2	5	4
	Q3	6	5
	Q4		6

Comments About Desirable Characteristics

Relevance: A measure about project funding eligibility seems less relevant to DVA's work (helping veterans) than it might be to an agency such as the Recreation and Conservation Funding Board. Number of projects funded would be more relevant than number eligible for funding; number of projects completed would be more relevant than number co-authored.

Understandability: It's not clear just what is being measured, as the measure title and footnote ("co-author six projects") are slightly different than the description ("number eligible for funding.")

Timeliness: Quarterly data is good.

Comparability and reliability: This data should be relatively easy to track and report.

Cost Effectiveness: This measure was initially related to a budget proposal, so may not be "organic" to DVA's internal reporting.

General Comments & Explanations:

• From measure title and footnote: "Target: Co-author 6 projects."

• Has the agency achieved its objective now that it has six projects done? If so, it may be appropriate to consider shifting to another measure.

• THIS MEASURE TO BE DISCONTINUED

30

Activity Measure – Enrollment in environmental certification program

Performance Measure Description: Number of qualifying veterans enrolled in the environment certification program - 8012

Budget Activity Links: Veterans' Community-Based Services (A004)

Category of Measure: Number of enrollees is an output measure.

Analysis of Variation: Not enough data to judge variation

Analysis of Targeted vs. Actual Performance: The measure met its target two quarters, and fell slightly below the target the most recent quarter

Biennium	Quarter	Actual	Estimate
2007-09	Q1	**25**	25
	Q2	**26.05**	25
	Q3	**29.05**	30
	Q4		30
	Q5		25
	Q6		25
	Q7		30
	Q8		30

Comments About Desirable Characteristics

Relevance: Number of veterans enrolled is very relevant to the objective.

Timeliness: Good

Understandability: Number enrolled seems clear; hundredths of a veteran is due to students entering and leaving the program during the quarter.

Comparability: Good

Reliability: Data is number of people receiving a stipend. Since it's associated with a financial transaction, should be reliable.

Cost Effectiveness: This measure was initially related to a budget proposal, so may not be "organic" to DVA's internal reporting.

General Comments & Explanations:
• Footnote: "This measurement reflects the Veterans Conservation Corp effort to enroll qualified students in environmental certification programs at King County community colleges"

• While this measure is a good start, eventually it should be possible to measure a program outcome, such as number of veterans certified, or veterans working in the environmental field (see measure no. 8013, which currently has no data).

31

Activity Measure – Eastern WA cemetery completion

Performance Measure Description: Eastern Washington cemetery completion percentage - 8008

Budget Activity Links: Administrative Services (A001)

Category of Measure: Process measure

Analysis of Variation: Not enough data to judge

Analysis of Targeted vs. Actual Performance: The process appears to be lagging its targets. THIS MEASURE WILL BE DROPPED

Biennium	Quarter	Actual	Estimate
2007-09	Q1		10%
	Q2*	**4.02%**	20%
	Q3	**10%**	40%
	Q4		50%

Comments About Desirable Characteristics

Relevance: Building a veteran's cemetery is relevant to the agency mission, although an outcome measure would be more relevant than a process measure such as this.

Understandability: Concepts such as "percent of something complete" are somewhat difficult to grasp, particularly in early phases of a project that involve "back-office" work (e.g., preparing master plans and bid requests) rather than bulldozers on site. How is percent completed measured: budget expended, tasks accomplished, etc?

Timeliness: Quarterly data is good

Reliability:

Comparability:

Cost Effectiveness: This is funded in the capital budget, so doesn't need to be here.

General Comments & Explanations:
- *From footnote for Q2: "Land is purchased and Master Plan is 50% completed."

- Measures such as "percent of a plan carried out" are not very satisfying. A slight improvement might be to look at a detailed implementation plan and identify the number of tasks due in any given quarter. A measure could then be number of tasks actually completed during the period as planned.

- The ultimate outcome is to provide a cemetery for Eastern Washington veterans. The number of veterans subscribing to burial plots might be an outcome measure.

Activity Measure – Agency management costs

Performance Measure Description: Agency governance and corporate management costs as a percentage of total agency operating costs - 5007

Budget Activity Links: Administrative Services A001

Category of Measure: Administrative overhead is a measure of process efficiency.

Analysis of Variation: The process appears unstable, with extremely high and low performance in subsequent quarters in 2005-07. However, this appears to be the result of data reporting, as the average of these two quarters is well within expected performance (see General Comments).

Analysis of Targeted vs. Actual Performance: Median performance is above the target, and costs have been below the target of 4% only three quarters. Something will need to change to meet the target.

Management costs as percent of total agency operating costs
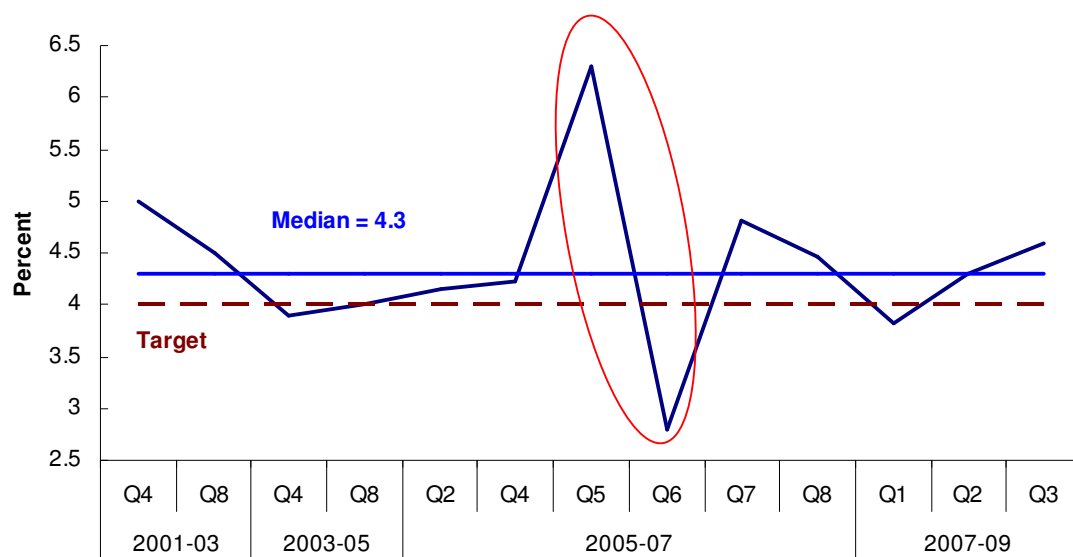
Comments About Desirable Characteristics		General Comments & Explanations:
Relevance: Management overhead cost is relevant to just about any organization.	**Timeliness:** Recent quarterly data is an improvement over annual reporting in 2001-03 and 2003-05.	• From note for Q5, 2005-07: "Expenses associated with moving not fully distributed".
Understandability: Defining what is included in "governance and corporate management" is key.	**Comparability:** Defining what is included in "governance and corporate management" is key.	
Reliability: There may be issues with reliable calculation, distribution, or reporting of this measure.	**Cost Effectiveness:** Is tracked for agency purposes as well.	

33

Activity Measure – School districts contacted

Performance Measure Description: Number of school districts contacted (8007)

Budget Activity Links: Veteran's Community-Based Services (A004)

Category of Measure: Output

Analysis of Variation: Not enough data to judge

Analysis of Targeted vs. Actual Performance: Performance has exceeded the target
New measure being turned in will measure Pre-test verses Post-test participants aimed at measuring participants in the King County area school districts.

Biennium	Quarter	Actual	Estimate
2007-09	Q1	2	2
	Q2	4	3
	Q3	7	5

Comments About Desirable Characteristics

Relevance: Although it's easy to imagine a relationship between veteran's community services and schools, the relevance of contacting school districts is not at all clear. A measure of outcomes of such contacts would be more relevant.

Understandability: Good

Reliability: A count such as this should be reliable.

Timeliness: Quarterly data is good.

Comparability: Not clear that this would be comparable to any other activity.

Cost Effectiveness: A simple count of school districts should be easy to accomplish.

General Comments & Explanations:
• From footnote: Part of "Operation Military Kids" initiative. It seems as if this measure could be improved by constructing a "logic model" for this initiative:
- • What is the objective of the Military Kids initiative, i.e. what is it going to accomplish?
- • What will be the product of contacting school districts? An agreement? A curriculum?
- • What, in turn, will be the purpose of the agreement or curriculum?

• DVA may want to measure things further out the logic model (i.e. how many agreements have been signed, number of kids receiving something, etc.)

Measures with no data in OFM system

- The following measures were not analyzed because there is no data for them in OFM's performance measure tracking system:

    - PDP completion percentage - 8003
    - Employee survey results - 8004
    - HR Survey score on "Opportunity to learn & grow" - 8005
    - HR Survey scores on "Tools to do my job effectively" – 8006
    - The above are all measured internally and not currently reported to OFM.
    - Percent of environmental certification program participants continuing or placed - 8013